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ADMINISTRATIVE OFFICER

Los Angeles City administrative officer.

TO The Mayor	MSITUTE OF GOVERNMENT STUDIES LIBRARY	DATE 1/10/75	CAO FILE No.
REFERENCE Management Audit of Grant-Funded Projects Program.	COUNCIL FILE No.		
SUBJECT Audit of the Crime Specific -- Team Policing (Burglary) Grant-Funded Project	COUNCIL DISTRICT		

SUMMARYCrimes Theft
Police admin. methods LA

The City was awarded the subject grant as sub-grantee to the State of California Council on Criminal Justice, now the California Office of Criminal Justice Planning (OCJP). The grantor agency was the Federal Department of Justice, Law Enforcement Assistance Administration. Implementation of the project was by the Police Department and was known by the Police Department as the "Team 28" Project. The Project test was conducted in the Venice Area. The Project period was from 4-1-72 through 6-30-73.

APR 26 1975

The grant contract amount was for \$259,843 with a matching funds requirement of \$110,111. The Department more than met the matching fund "soft" matching fund requirement. Not all of the grant funds were expended, and the City returned to OCJP \$51,782.87 in unused grant funds. In addition, \$54.67 in earned interest was remitted to OCJP. Subsequent to a final audit by OCJP, the City returned an additional \$237.91 to the grantor agency as the result of minor audit adjustments.

The project objectives were to create an impact on burglary specifically and crime in general. The goal was to drastically reduce the crime rate for the test area. Other goals were to develop improved patrol, arrest, and investigative techniques. There were also goals to increase community involvement in local enforcement and crime prevention problems, improve community-police attitudes, and improve police attitudes toward the community.

A statistical evaluation made by the Police Department determined that "Team 28" had been responsible for significant reductions in four repressible crimes. As a result of the Team Policing effort, there was a 31.69 percent reduction in burglaries, 14.26 percent reduction in

(Summary continued)

C. Edward Pease
CITY ADMINISTRATIVE OFFICER

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robberies, 12.47 percent reduction in grand theft auto, and a 20.90 percent reduction in burglary/theft from vehicle.

Police officers interviewed during the audit expressed unanimously that the project was successful. The Department's final evaluation report of "Team 28" performance concluded that community attitudes in the test area were positively influenced by the community involvement program of the experiment. The report also concluded that attitudes toward the community on the part of police personnel were improved.

Various patrol and investigative techniques were subject to experiment and some were discarded as ineffective, others were found to be useful. Since the grant project termination date of 6-30-73, the Police Department has expanded Team Policing on a test basis throughout the City. After a hearing on the Department's "Final Evaluation of Team 28" report by the Police, Fire, and Civil Defense Committee of the City Council, the Committee recommended that the team policing concept be expanded gradually throughout the City. Full implementation was to be contingent upon the continued success of the concept on a larger scale. The Committee's report was adopted by the City Council on October 7, 1974. At the time of the audit, the Department indicated that full implementation of team policing was planned for February, 1975.

(Statement of Findings Attached)

FINDINGS

1. A review was made of the Crime Specific-Team Policing (Burglary) Grant-Funded Project. The City was awarded a grant as sub-grantee to the State of California Council on Criminal Justice, now known as the California Office of Criminal Justice Planning (OCJP). The grantor agency was the Federal Department of Justice, Law Enforcement Assistance Administration (LEAA). Implementation of the grant project was by the Police Department. The project was known as the "Team 28" Project. The project test was conducted in the Venice Area.
2. The grant contract (No. A-498-71, Project No. 0901) initially had a project period of 4-1-72 through 3-31-73. The grant contract was amended to extend the project through 6-30-73. A request to extend the project period through 12-31-73, was denied because of grantor fiscal constraints.
3. The grant contract amount was for \$259,843 with a matching funds requirement of \$110,111. The matching fund requirement was a "soft" match of salaries and employee benefits for six Police-man III positions. These costs would have been incurred regardless of the grant project. The Police Department reported a match of \$386,226.45, representing the personal services costs of all project personnel not paid from grant funds.
4. The City returned \$51,782.87 in unused grant funds to OCJP. In addition, \$54.67 representing interest earned on bank-deposited secret service funds was remitted to OCJP. Following a final audit by OCJP, the City returned an additional \$237.91 to the grantor agency as the result of minor audit adjustments. The following schedule presents the grant funds project budget and expenditures:

<u>Budget Category</u>	<u>Budget Allotment</u>	<u>Expenditures</u>	<u>Unexpended</u>
Personal Services	\$193,211.00	\$165,418.97	\$27,792.03
Travel	1,266.00	1,237.21	28.79
Operating Expenses	37,656.00	25,875.61	11,780.39
Equipment	27,710.00	15,528.34	12,181.66
Totals	\$259,843.00	\$208,060.13	\$51,782.87

(Findings continued)

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5. The grant project objectives were to create an impact on burglary specifically and crime in general. The goal was to drastically reduce the crime rate for the test area. Other goals which were directly related to the prime objective were:

- a. Improved patrol techniques which would result through experimentation and refinement.
- b. Improved arrest and investigative techniques.
- c. Community involvement in local enforcement and crime prevention problems.
- d. Improved community-police attitudes.
- e. Improved police attitudes toward community.

6. Success of the program in reducing crime was measured on a periodic basis using statistical analyses. Attainment of the project goal to reduce the incidence of crime in general and burglary specifically, was measured through statistical data gathered for the test area periodically. The repressible crimes were measured to indicate the effects realized through a concentrated effort in reducing burglary. Data accumulated in the Team 28 area was compared to crime trends developed by projecting Team 28 area percentage of over-all City-wide crime based on statistics for the six years preceding the start of the grant project.

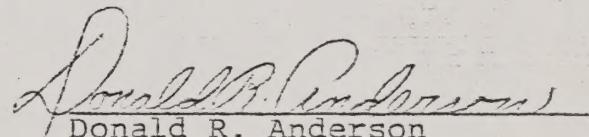
7. As a result of statistical evaluation on the part of the Police Department, it was determined that "Team 28" had been responsible for significant reductions in reducing four repressible crimes. There was a 31.69 percent reduction in burglaries, 14.26 percent reduction in robberies, 12.47 percent reduction in grand theft auto, and a 20.90 percent reduction in burglary/theft from vehicle.

8. Attitudinal evaluations were made through use of a testing program developed by the Department. The attitude survey was administered three times to the officers; prior to team member selection, at the first team seminar, and during the last month of the project. Community attitude surveys were conducted prior to start of the project and during the last month of the project.

9. The Police Department's "Final Evaluation of Team 28" report concluded that community attitudes in the test area were positively influenced by the community involvement program of the experiment. The report also stated that there were increased positive attitudes toward the community on the part of Police personnel.

(Findings continued)

10. The project objective of community involvement in local enforcement and crime prevention problems was facilitated through the establishment of community block captains and "Koffee Klatch" meetings held with members of the Area. The community attitude surveys disclosed that there was more community support for law enforcement and more citizen involvement in community problems at the conclusion of the project than prior to it.
11. Different investigative techniques were tried. Involvement of patrol personnel in more investigative work at the scene, such as the taking of latent prints was found to be successful. Also, the cross-training of patrol and traffic personnel in investigative work proved very successful. Several patrol techniques were subject to experiment. Tandem and parallel patrols where one-man units patrol either one behind the other with a slight gap or on parallel streets going in the same direction, were tried and found to be an inefficient use of resources. Techniques such as "bird dog" surveillance where a special team of plainclothes officers develop up-to-date intelligence files through surveillance of known criminals was found to be effective.
12. Police officers of various ranks, most of whom were involved with the project, were interviewed. All officers interviewed expressed the opinion that the project was successful and that the team policing approach with increased citizen involvement was an effective way to repress crime. Since the termination of the project on 6-30-73, the Police Department has expanded team policing on a test basis throughout the City. After hearings on the Department's "Final Evaluation of Team 28" report by the Police, Fire, and Civil Defense Committee of the City Council, it was recommended that the team policing concept be expanded gradually throughout the City. Full implementation was to be contingent upon the concept's continued success on a larger scale. The Committee Report was adopted by the Council on October 7, 1974. We were informed by the Department that full implementation of team policing was planned for February, 1975.



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Management Examiner Fiscal

APPROVED:

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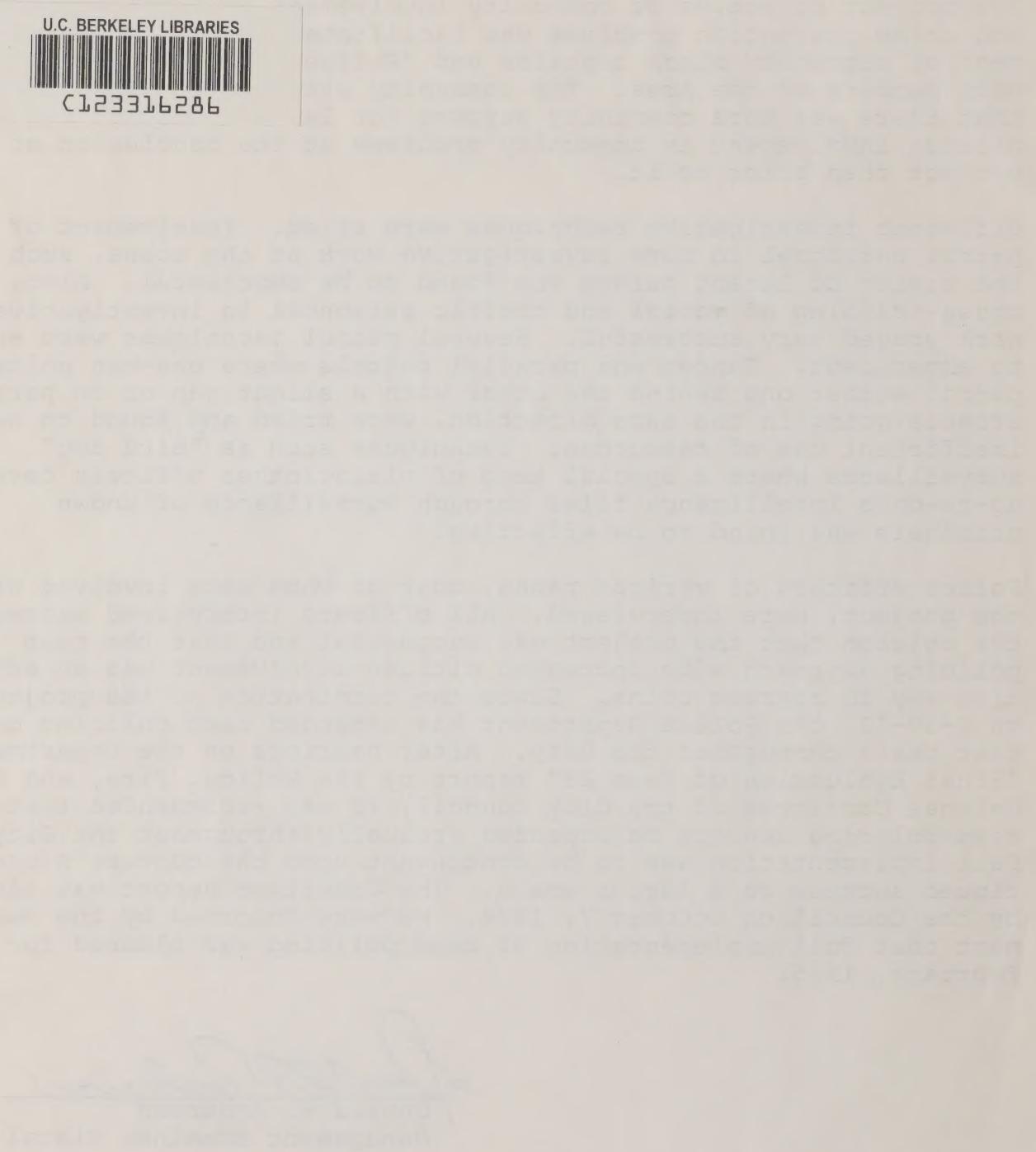
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